

# 2001-2002 Public & Environmental Affairs

Section	Document Name
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## Mission

"The School's historic mission is to serve the public interest across public, private, and nonprofit sectors at local, state, national, and international levels. Our objectives are to:

- Prepare tomorrow's leaders--by innovative education in public affairs and environmental science.
- Solve complex problems--by creating and advancing knowledge through scholarly research.
- Enrich society--by serving and redressing social and environmental challenges.

From Times of Transition: Dean's Report on the State of the School<

Astrid E. Merget, Dean

September 2002

## Goals and Objectives

▣ Develop an identity for SPEA at IUPUI that simultaneously differentiates it from SPEA at IUB and projects IUPUI as a national leader among similar schools

▣ Create an online public management certificate and Master of Public Affairs programs

**Campus Planning Theme:** Teaching and Learning

**Secondary Goals:**

**Sub Unit:** n/a

**Time Frame:** Five years

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### Actions taken for 2001-2002:

We have met with staff from IUPUI Online to discuss strategy and technical support for expanding our online programs. The Nonprofit Management Certificate is already online.

An online version of V561 Public Human Resource Management, a required course in the Public Management Certificate, is being developed.

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### Evidence of Progress for 2001-2002:

Student demand for online courses and programs.

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### Activities planned for 2002-2003:

Delivery of the public management certificate online by 2004

Delivery of the remainder of our MPA core by 2005

Exploration of a potential partnership with the Netherlands School of Government, the Netherlands Open University, and SPEA-IUB to deliver the MPA internationally

☒ Develop innovative connections among service, research, and teaching

**Campus Planning Theme:** Civic Engagement

**Secondary Goals:**

**Sub Unit:** n/a

**Time Frame:** Ongoing

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**Actions taken for 2001-2002:**

Creation of Aftercare at IUPUI Through Mentoring (AIM), a program to aid in the successful transition and reintegration of juvenile offenders from confinement back to their community.

In December 2001, SPEA entered into a partnership with the Indianapolis Chamber of Commerce to create a task force to review tax policies and administrative structures in Marion County. This task force, called the Marion County Tax Alliance, consists of more than 25 community leaders, chaired by Michael Maurer. The Alliance will issue a report in December 2002. The Center for Urban Policy and the Environment, one of SPEA's research centers, is providing research support for the Alliance. The Chamber has also raised funds for an internship for a SPEA graduate student.

In late 2001, SPEA became the administrative agent for American Humanics (AH), a national certification program for entry-level nonprofit managers. Professor Robert Lehen, a SPEA faculty member, now directs the program, which is campus-wide in scope. The program combines formal classroom instruction, internship and leadership experiences, and service. The program was initiated on the IUPUI campus in 1998.

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**Evidence of Progress for 2001-2002:**

- (1) Start up of new programs that bridge research, teaching, and service
  - (2) External recognition of innovative programs for civic engagement by funders and media
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**Activities planned for 2002-2003:**

Initiation of a program(s) to address issues related to the digital divide, i.e. equal access to information technology.

For the past year, SPEA Associate Dean James Perry, as a member of the Indiana Commission on Community Service and Volunteerism, has been pursuing siting of an AmeriCorps National Civilian Community Corps (NCCC) program in Indiana. AmeriCorps NCCC is a residential service program designed for 18-24 year olds. If such a program is sited in Indiana, then many opportunities will be available for innovative links among research, teaching and service.



☑ Enhance capacity for civic engagement

**Campus Planning Theme:** Civic Engagement

**Secondary Goals:**

**Sub Unit:** n/a

**Time Frame:** Ongoing

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**Actions taken for 2001-2002:**

SPEA and Center for Urban Policy and the Environment provide many opportunities for developing skills in civic engagement. SPEA offers internships, projects, and other practica. The Center has conducted meetings for boards and governments.

In July 2002, we hired Louis Lopez as a senior lecturer. Professor Lopez has extensive experience in government and the nonprofit sector. He will spend about 25% of his time on internship development and placement.

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**Evidence of Progress for 2001-2002:**

- (1) Formal curricular changes that increase opportunities for civic engagement
  - (2) Number of students engaged in formal school supported civic activities
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**Activities planned for 2002-2003:**

Beginning January 1, 2003, we will allocate one of our academic advisors part time to support expansion of service learning within SPEA. This additional staff effort will create time for faculty consultation, training, and student recruitment to service learning initiatives.

The Bachelor of Science in Public Affairs (BSPA) degree committee is reviewing proposals to expand the experiential requirement for this degree.

Experiential education opportunities in SPEA will be discussed with the SPEA Dean's Advisory Committee and their input will be communicated to SPEA faculty and degree committees.

The Associate Dean has begun discussion with staff and faculty about using technology to enhance opportunities for service learning across the curriculum. A decision will be made in early 2003 about the feasibility of such an initiative.

▶ Elevate the quantity, quality, and influence of our scholarship

☑ Conduct world-class research, scholarship, and creative activities, relevant to Indianapolis, the state, and beyond

**Campus Planning Theme:** Research, Scholarship and Creative Activity

**Secondary Goals:**

**Sub Unit:** n/a

**Time Frame:** Ongoing

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**Actions taken for 2001-2002:**

Central Indiana's Future: Understanding the Region and Identifying Choices, funded by the Lilly Endowment, seeks to

increase understanding of the region and inform decision-makers about options for improving quality of life for Central Indiana residents. The Lilly Endowment renewed its funding for the Center for Urban Policy and the Environment for a 3-year term (2002-2004) for \$4 million. The new award permits extension of the Central Indiana project to comparison regions around the country. (2) "Charitable Choice" is a 3-year Ford Foundation funded project to investigate the implementation of provisions of the 1996 Welfare Reform legislation. (3) Co-sponsored a National Service Research Forum on June 26-27, 2001 in conjunction with the Points of Light Foundation - National Service Conference in Minneapolis.

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**Evidence of Progress for 2001-2002:**

(1) Number of publications produced in AY 2001 significantly exceeded AY 2000 (2) Quality ratings of journals into which publications appear (3) Congressional testimony and presentations in similar venues

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**Activities planned for 2002-2003:**

Pursue federal earmarks for areas of research concentration and strength

☒ Enhance infrastructure for research and creative activities

**Campus Planning Theme:** Research, Scholarship and Creative Activity

**Secondary Goals:**

**Sub Unit:** n/a

**Time Frame:** Ongoing

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**Actions taken for 2001-2002:**

The Center for Urban Policy and the Environment supports a large number of faculty and staff each year. The Center's off-campus facilities include office space, computer equipment, access to data sets, and support staff for producing reports and research.

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**Evidence of Progress for 2001-2002:**

(1) Number of faculty and staff using SPEA supported and related facilities (2) Dollar volume of extramural contracts and grants

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**Activities planned for 2002-2003:**

Review policies (e.g. research travel, annual salary setting criteria, incentives) that influence research activities.

☒ Improve dissemination and marketing of SPEA research

**Campus Planning Theme:** Research, Scholarship and Creative Activity

**Secondary Goals:**

**Sub Unit:** n/a

**Time Frame:** Ongoing

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**Actions taken for 2001-2002:**

- (1) Identification of mailing lists for distribution of research
  - (2) Three or four brown bag research seminars have been held each semester during AY2001-2002 and AY2002-2003 so that faculty can become more familiar with one another's research and identify potential areas for collaboration.
  - (3) Improvements to the website, including faculty research profiles, have been initiated.
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**Evidence of Progress for 2001-2002:**

- (1) Print media appearances by SPEA faculty or about SPEA research
  - (2) Electronic media appearances
  - (3) Website usage
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**Activities planned for 2002-2003:**

The improvement to the website so that more attention is given to individual faculty research and research programs will continue.

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☒ **Increase external funding**

**Campus Planning Theme:** Research, Scholarship and Creative Activity

**Secondary Goals:**

**Sub Unit:** n/a

**Time Frame:** Ongoing

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**Actions taken for 2001-2002:**

Center for Urban Policy and the Environment has generated a large volume of contracts from many sources, including the Points of Light Foundation, Indiana Gaming Commission, and the Indiana ACIR. The rate to buy out faculty time was reduced in September 2002. It was reduced from 25% to 17% (1/6th time). The change has already led to several new proposal submissions that included buy outs at the new rate.

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**Evidence of Progress for 2001-2002:**

The dollar value of sponsored research increased by over 100% from FY01 to FY02. Ten faculty were principal investigators on contracts or grants in FY02 and the average award was \$604,000. The amount of awards per budgeted FTE increased significantly from FY00-01 to FY01-02 (from \$85,590 to \$230,480). The figures reflect the significant impact of the Lilly Endowment award to the Center on Urban Policy and the Environment, but also represent broadening of extramural research activity across the SPEA faculty.

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**Activities planned for 2002-2003:**

Develop investigator incentives and clear rewards for participation in external funding initiatives.

▢ **Improve the Quality of Programs and Support Services to Increase Enrollments and Retain Students**

☑ **Develop focused, quality, undergraduate and graduate programs that enable SPEA at IUPUI to gain national recognition**

**Campus Planning Theme:** Teaching and Learning

**Secondary Goals:**

**Sub Unit:** n/a

**Time Frame:** Ongoing

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**Actions taken for 2001-2002:**

(1) The faculty and administration took several steps to develop synergy among graduate degree programs (MHA, MPA, MPI). The steps included cross listing more courses across programs (e.g., the public and health human resource management classes were cross listed), increasing cross-cutting faculty affiliations (e.g., health faculty are now teaching in the public affairs program and public affairs faculty in the health administration program), and incorporating portions of some programs into others (e.g., part of the public affairs core curriculum became required for students in the Master of Planning program).

(2) Several programs that were either attracting small numbers of students or had not been offered in recent years were suspended or eliminated. This included elimination of the advanced concentrations in the MPI program and suspension of the urban management concentration in the MPA.

(3) Three or four brown bag research seminars have been held each semester during AY2001-2002 and AY2002-2003 so that faculty can become more familiar with one another's research and identify potential areas for collaboration.

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**Evidence of Progress for 2001-2002:**

(1) Number of courses enrolling significant portions of students from different degree programs

(2) Number of collaborations across faculty groups

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**Activities planned for 2002-2003:**

(1) The six SPEA degree committees developed agenda for AY2002-2003 at a retreat in August 2002. These agenda are being processed and we anticipate additional curricular changes will be proposed this year.

(2) We are reviewing a draft proposal for a Bachelor of Science in Environmental Science (BSES) and plan to act upon it this year. The BSES has been developed in collaboration with the Schools of Science and Liberal Arts.

☑ **Increase Diversity of SPEA Student Body**

**Campus Planning Theme:** Teaching and Learning

**Secondary Goals:**

**Sub Unit:** n/a

**Time Frame:** Ongoing

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**Actions taken for 2001-2002:**

(1) International Students:

(a) Greg Lindsey is active in the Office of International Affairs (he was designated Acting Associate Dean, August 2001).



and served for in this capacity for fall 2001);

(b) SPEA participates in campus events sponsored by this office and coordinate recruitment efforts with Pat Biddinger, Director of International Recruitment and Retention;

(c) we met with representatives from Thailand's National Institute of Development Administration, Indonesia's Triksati University, India's Samaiya Institute, and the University of Hong Kong during AY2001-2002.

(2) Minority students: SPEA participates in campus-sponsored events, such as the annual Martin Luther King, Jr. dinner (sponsorship and faculty attendance) and Minority Scholars Day.

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#### **Evidence of Progress for 2001-2002:**

The percentages of minority students has increased steadily but slowly in the last three years. Eighteen percent of SPEA students by headcount are minority compared to 15% in 2000. Fourteen percent of the 2002 student body was African American. These proportions are well above the campus's 5% minority students. Women account for 60.2% of the undergraduate students and 46.4% of the graduate students in SPEA. The undergraduate student body is split almost equally between full-time and part-time students, while 60% of graduate students pursue their degree part-time. Ninety nine percent of our undergraduate students are Indiana residents, compared to 65.7% of our graduate students. When considering age, 40% of undergraduates are 25 and over, compared to 90.2% of graduate students. Furthermore, the undergraduate student body has a larger minority population than the graduate student body.

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#### **Activities planned for 2002-2003:**

- (1) Continue working closely with the Office of International Affairs and participating in events sponsored by this office.
- (2) Send materials with Pat Biddinger on her international recruiting trips.
- (3) Display recruiting materials in the lobby of the International Affairs Office.
- (4) Participate in the annual Minority Scholars Day event on campus.
- (5) Co-sponsor the Martin Luther King, Jr. dinner (hosted by the Black Student Union).
- (6) Explore partnerships with Chinese universities in Shanghai as part of the Chinese government's initiative to strengthen Master of Public Administration programs throughout China. Discussions have been held with representatives of universities in Shanghai and an initial trip is planned for late Nov. 2002.

#### **☒ Increase Overall Academic Year Enrollments**

**Campus Planning Theme:** Teaching and Learning

**Secondary Goals:**

**Sub Unit:** n/a

**Time Frame:** Ongoing

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#### **Actions taken for 2001-2002:**

- (1) We formalized a marketing plan, created a recruitment and marketing manager position, and recruited someone to fill it.
- (2) Attractive elective courses (e.g. Murder in America) have been developed to enhance our majors and attract non-majors to sample the SPEA curriculum.
- (3) We have invested significantly in improving gateway courses for SPEA majors. We received a campus grant to enhance V170, the gateway course for our public affairs majors.

(4) We have begun offering courses, particularly graduate courses, in more flexible schedules and formats. These flexible schedules and formats include: online, weekend intensives, and suburban locations.

(5) We have invested in new promotional displays and cabinets for different locations in the SPEA/Business building.

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**Evidence of Progress for 2001-2002:**

SPEA's overall enrollments increased significantly in both summer and fall 2002. These increases follow on the heels of Spring 2002 enrollments that rose by 8%.

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**Activities planned for 2002-2003:**

(1) Digest the results from the gateway grant for V170 (the report will be complete at the end of fall semester 2002) and integrate the findings and learning into future delivery of the course.

(2) Continue to enhance and improve SPEA promotional displays on campus.

☑ Increase the Capacity of Student Services to Support SPEA's Mission

**Campus Planning Theme:** Teaching and Learning

**Secondary Goals:**

**Sub Unit:** n/a

**Time Frame:** Ongoing

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**Actions taken for 2001-2002:**

(1) Reorganize and re-classify positions within the student services area.

(2) Improve team work and cross-training among student services staff.

(3) Add staff support for a joint University College/SPEA advisor.

(4) Add staff capacity for internship development

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**Evidence of Progress for 2001-2002:**

One source of independent information about the quality of student services and the learning environment is provided by the IMIR survey of 1999-2000 undergraduate degree recipients. In general, graduates gave SPEA high satisfaction rankings. Seventy-nine percent of respondents said that they would encourage someone considering taking college courses to select a SPEA major.

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**Activities planned for 2002-2003:**



We are finalizing customer service standards that will apply to staff and faculty. These standards should be posted and distributed in January 2003.

☑ Increase Year-to-year Retention of Students

**Campus Planning Theme:** Teaching and Learning

**Secondary Goals:**

**Sub Unit:** n/a

**Time Frame:** Ongoing

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**Actions taken for 2001-2002:**

Development of a mentoring program as part of J101

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**Evidence of Progress for 2001-2002:**

The overall SPEA percentage of student's retained is higher than the IUPUI campus average. SPEA's one-year retention rate for AY01-02 (fall to fall semester) was 76% compared to the IUPUI campus average of 72%. The SPEA rate for the preceding year was 75%.

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**Activities planned for 2002-2003:**

We will be adding two lecturers in AY2003-04 under the Trustee's Lecturer program. The addition of these full-time positions should enhance opportunities for student contact with full-time faculty and provide more opportunities for faculty mentoring.

## **Fiscal Health**

SPEA's financial position improved during the past year. We ended the fiscal year with a small surplus. This surplus was applied to our outstanding debt which has been reduced to approximately \$20,000. In addition, the campus has agreed to restructure our outstanding debt resulting from the Small Business Development Center.

Our credit hours have increased over the past two years and we are projecting them to remain stable for the current year.

Financial aid has increased. We also had an increase of GA's supported by the School and grants. We also supported a number of dual degree MPA/MA students.

We hired two faculty, both minorities, who were funded, at least partially, by the campus and the IU system.

Our net Facilities and Administrative cost recoveries decreased significantly with the new Lilly agreement which specifically directs all cost recovery to the Center for Urban Policy and the Environment.

All other income and expenses remained relatively constant.

## **Reallocation Plan**

We had no reallocation funds during the past year.

## Other Question(s)